

Working Interview Guide

The final step in the interview process is to conduct a working interview. A working interview is an opportunity to invite your top 1-2 candidates to come in and work with your team for the day. The ability to conduct working interviews is unique to the veterinary industry, and is an opportunity to see if the candidate(s) is the right fit for your practice and your team. The information in this guide will help you to prepare for and successfully execute all steps before, during, and after the working interviews.

BEFORE THE INTERVIEW: Selecting Skills or Tasks

Start by revisiting and reviewing your Success Profile and highlighting any specific skills or behaviors that you would like to see in action. For instance, you might want to see how a candidate interacts with clients, how quickly they can learn new information, or how they perform under pressure.

Once you've determined which skills or behaviors you'd like to see, decide how you'll give your candidate an opportunity to demonstrate them.

For example, if you want to see how they interact with clients, you might decide to have them work at the front desk for an hour or more. Or, if you want to know how your candidate will perform under pressure, you might ask them to interview during one of the busier parts of your day.

Finally, assign one or more of your employees to observe and record their reactions to the candidate's performance during the working interview. You can ask one employee to do this by shadowing the candidate all day, or you can ask different employees to observe different parts of the working interview.

For example, you might have your receptionist observe how a candidate interacts with clients, but have a veterinary technician observe how quickly they can learn to use your office's software. Employees assisting in the interview can record their feedback using the *Skill & Fit Check Evaluation Form* on pages 3-5 of this guide.

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DURING THE INTERVIEW: Make a Good First Impression

Before the working interview begins, be mindful to make a good first impression with the candidate. Not only are you evaluating the candidate during the working interview, but the candidate is also evaluating you. Just as you and your team are looking for the perfect fit, your top candidate has to feel like your practice is a great fit for them as well. Make the candidate feel welcome by greeting them immediately when they show up and giving them a tour of your practice.

DURING THE INTERVIEW: Skills & Fit Checks

After greeting the candidate and providing a tour, explain the process of the working interview. The candidate should understand that they will be paired with one or more employees. They will observe and will then be asked to demonstrate a variety of skills and/or tasks.

Employees who are assisting in the working interview should first model the activity, answer any questions from the candidate, then observe the candidate and record their observations on the *Skills & Fit Check Evaluation Form* on pages 3-5.

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Working Interview Guide

DURING THE INTERVIEW: Skills & Fit Check Evaluation Form

Use the *Skill & Fit Check Evaluation Form* on pages 3-5 to accurately and efficiently score observations during the working interview.

Use the scale below to score candidate during the working interview. Then record notes, scores, and other observations on the following pages.

1	2	3	4	5
<p>Candidate was unable to demonstrate the assigned skill/task.</p> <p>Candidate lacks understanding of skill/task.</p> <p>Candidate needed full guidance to complete the skill/task.</p>	<p>Candidate was able to demonstrate some, but not all steps of the assigned skill/task.</p> <p>Candidate understanding of skill/task is limited or incomplete.</p> <p>Candidate needed some guidance to complete the skill/task.</p>	<p>Candidate was able to successfully demonstrate all steps of the assigned skill/task.</p> <p>Candidate understanding of skill/task is proficient.</p> <p>Candidate asked limited questions and required no guidance to complete the skill/task.</p>	<p>Candidate was able to successfully demonstrate all steps of the assigned skill/task.</p> <p>Candidate shows a mastery of the skill/task.</p> <p>Candidate was confident during the demonstration of skill/task.</p>	<p>Candidate expertly demonstrated the assigned skill/task.</p> <p>Candidate utilized techniques, knowledge, or skills that could be innovative or useful to the practice.</p> <p>Candidate has the knowledge and ability to model or instruct others on this skill/task.</p>

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Working Interview Guide

Candidate Name	Interviewer Name

Skill/Task to be Observed	
Observation Notes	Rating (1-5)

Skill/Task to be Observed	
Observation Notes	Rating (1-5)

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Working Interview Guide

Overall Rating (1-5)			
All Rater Score (Total After Working Interview)			
Rater Name		Score	
Rater Name		Score	
Rater Name		Score	
Rater Name		Score	
Rater Name		Score	
Rater Name		Score	
Rater Name		Score	
TOTAL			
Recommendation to Hire (Y/N)			

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Working Interview Guide

AFTER THE INTERVIEW: Interview Team Debrief Meeting

When the working interview is complete, collect and review the evaluation forms from each interviewer. Then compare and contrast all input and observations. As with the in-person interview, it is important to review the evaluation forms as soon as possible after the working interview when your memory is at its most accurate.